

CRISIS STUDY 1964

1964

MEANING

Ogden & Richards: Purely associational notion of meaning — missing parts of the (past) context(s). (stimulus-response; association; behaviourist (non-subjective)).
vs. Skolmon...

- a) Meaning in terms of possible alternatives excluded
- b) Surprise; reduction of uncertainty;
based on ³⁾ perception of alternative possibilities
(i.e. uncertainty; several stimuli
actions/messages with non-zero probe;
"can't rule out" (but ~~wasn't~~ have
been actually experienced in past "context(s)"))

b) prior probes, over time.

Then: possible messages/actions/events as
part of past "context(s)". "Past" (prior)
expectations associated with event.
Effects on expectations, cond. probes; not just on responses

~~Effect of~~

How to improve decision-making ^{and} control (Management)
in crises (& help avoid them):

1) Hire the President

2) Understanding

3) Support

↓
line planners
forecasters
operators

understanding

Multiple machines, internal conflict,

Secrecy

→ lack of feedback, correction

Sequence of failures
crises

Urgent, urgent, short deadline problem-solving,
search

In major crises, main risks & mistakes not from
data-collection or transmission, or org, or staffwork,
or as from decisions, judgments, performance
• (asking questions, evaluating planning, preparations &
estimates, authorizing risky info-gathering, making
statements, interpreting evidence, defining goals) of
key individuals at the top.

How improve their performance, their direction?

Secondary problem: how improve their support?

Bureaucracy headed by a politician, an amateur —
with broad responsibilities (not a bureaucrat).

Challenge to conventionalizers:

1) Inference ^{decision} process with characteristics: unlike decision theory

Acts, means, not given; goals not given (unlike control theory);

happo, L.F. not given (unlike ^{Bayesian} inference models).

2) Control process with characteristics (dialog: game: conflict)

Provocation:

Violence rooted in contempt, disregard, humiliation...

(Luz, Cuba, (U-2), John Galt, (Slybalt),

Ignorance is an expense

3) Org - not team

(for effort is well),
here, Fair example

(Political costs of calculating, asking, deciding,
planning...

Factor in surprise — ineluctable

& ~~unlike~~ lack of anticipation

Effects of decision process on responsibility

& as normal interests, goals, etc.

and: responsibility to pass on info, inform

Crisis at High Noon

Crisis is the Health of The Presidency

Crisis as secret Decision-making

Commanders' Secrets... (they don't want to reveal...)

a)

Excommunication

Perfect mirror image

Secret History

Complexity of Communism

~~Hoare~~ - Sublime

Sublime & Deception

Voltaire

My new experience
Study

area
Power: 402-294~~X~~-4111

Col. A. A. Amblym

credit card

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1. If war comes, it ^{is likely to} come out of a crisis.
What of that: our commitments, our policies,
our losses and successes are largely borne in
crises.

There, interest in the quality of decision-making,
^{in crises}
of control, of management of crises in

[Crisis management: anti-management "of" or "in"
crises?]

Management of: messages, and actions-as-messages
to: convince, teach, persuade an opponent
by: the President, & his trusted, chosen advisors
thus, diplomacy - of deployments, etc.

Also: a cognitive problem: ^{usually,} a surprise: ^{unplanned,} unplanned.
a political problem: a failure; a test.

Metaph.

Crisis as Failure. as Test.

Crisis As Surprise. Surprise $\rightarrow$ prior misbelief $\rightarrow$

Reasons for: bad predictions of other systems, self. $\rightarrow$ failure, political responsibility

Crisis as Dialog. Multi-lateral. ^{adversary} Dialog of deeds.

Deception; Fairness; Secret. Equivocal. Multi-audience.

Crisis as Summit Conference. ^{Dialog of Heads of State.} High noon.

Crisis as health of the Presidency. Pres info; Pres motives; Pres background.

Internal secrecy. Internal conflict. Broken mirror.

Madness of

- 1) Control theory
- 2) ~~Team~~ Decision Team Theory
- 3) Decision theory
- 4) Org theory. (Pres over bureaucracy)

[Authority: ✓



Dist. between coercive threats and
control/experience of guilt + anxiety.

$A \Rightarrow B$

- 1) ~~A~~ A ~~can~~ (or C) can make B feel guilty for making threats against A — or even, failing to comply with A's wishes.
 - 2) B will (under pain of guilt) submit to a "socialization/education/legitimation" process that will bring his guilt-feelings under control of (symbols/processes ~~legitimation~~ or controlled by) A (or C): i.e. can be should disobeys or threaten B.
 - 3) As consequence of 1+2: A can create anxiety for B but B "cannot" create anxiety for A.
- Also a result of great disparity in power.

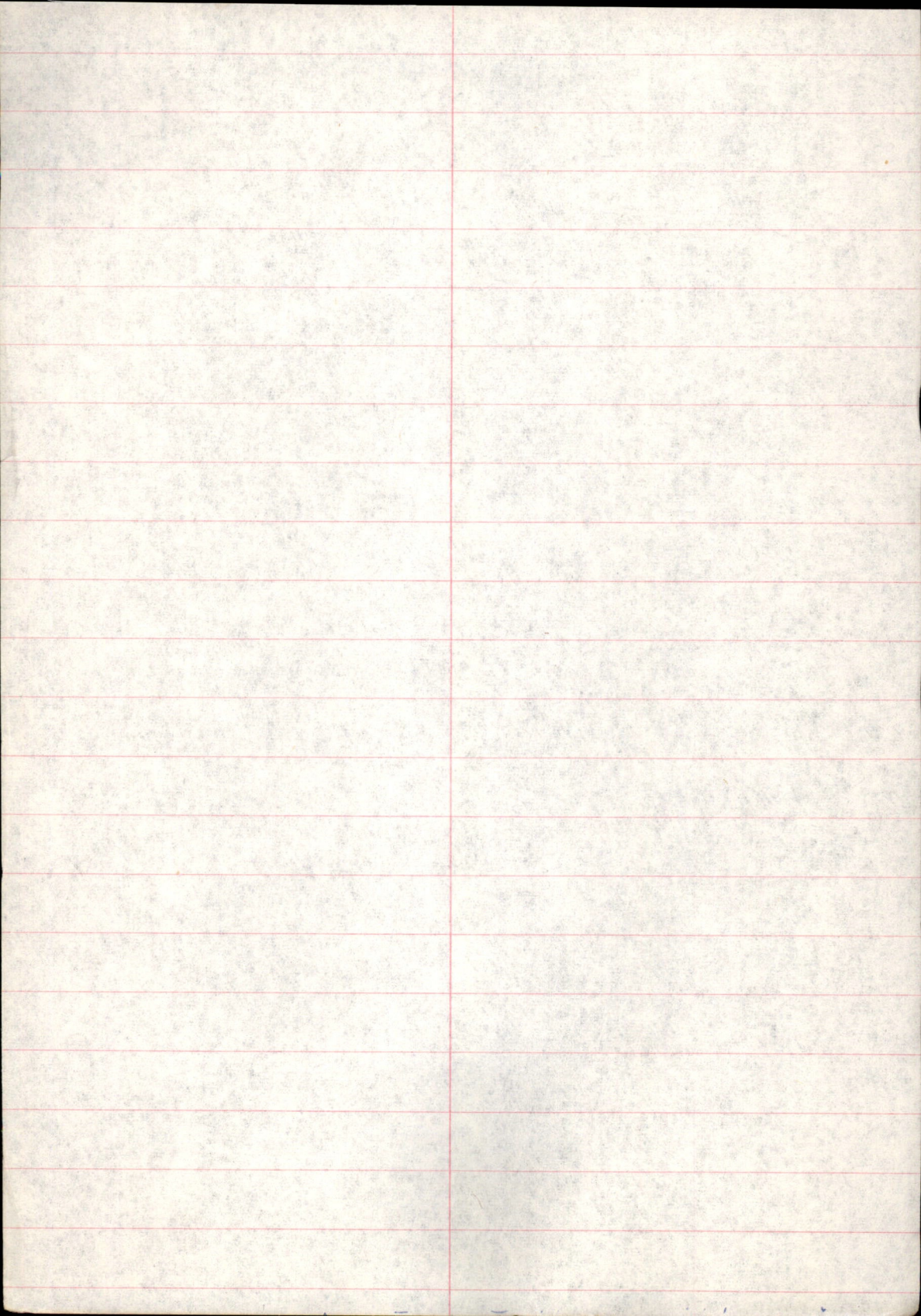
A STUVWXYZ
ABCDEFGHIJKLMNOR

Escalation as Instability of a feedback process

2, as Control Systems whose output is a Disturbance (or input? change in environment?) (changed component structure?) to another Control System.

Together, we have a joint Conflict System, whose stability (e.g. to third party, or domestic, or bureaucratic/technological "disturbances").

Col. Morgan, ESO Decision Series



Crisis Management

Crisis Manager

President

Supervise: lack of planning
Shape Need to predict Pres - to support - to answer

unasked questions

With
But little guidance from principals?

3) No Time

5) Primary

1) Failure

What can the social sciences contribute to understanding...

- Understanding of ~~the~~ bureaucracies - machines with known components

- Bureaucracies in crisis

know Thyself ; See yourself as others see you

Great crises take place at High Noon;
the deputies on both sides have stepped
aside; the citizens watch passively; ~~the~~
behind shutters; the two leaders ~~confront each~~
~~other~~ move toward a confrontation down a
narrow, deserted street.

Popular view. On closer look, strikingly accurate.
~~etc.~~ The quality of cinema; drama; ^{novel} The NIC is witty; the Pres is deadly...
In day-to-day affairs, easy to exaggerate the
role of the President; carrying out of policies,
may proceed with little participation of Pres; he
loses his authority, ~~only~~ declares, takes; he must choose
the small fractions of USG affairs.

But in crisis, the Pres. assumes command.

~~There is a crisis~~ ~~the~~ Close management is required —
coordinated, fast action → commander needed.

Policies must be changed (or, changes considered);
risks must be weighed + taken, objectives determined,
violent action prepared + considered —

No one qualified but the Press: by authority,
by reputation, by range and depth of responsibility.
He will want his judgment to be controlling....

Press as crisis manager. No one can manage it for him.
But mislead him. Connotations:

Denial of everything we know about crises.

Our aim; or perhaps, a "denial" of the true,
frightening, characteristics of crises, our doubts about
ability of our human representatives to control, to judge
wisely - quickly, in novel situations, under threat,
after surprise, without plans, ...

If war comes, it will come out of a crisis - perhaps
as a result of a crisis, of "poor" decision-making
in a crisis: situations of urgent need, ~~but~~ in which
early violent action demands attention.

How to Avoid crises.

How to prepare for them.

How to foresee them ("tactical warning")

How to act wisely and swiftly when they occur.

Answers depend on an ~~idea~~ ~~the~~ understanding of crisis phenomena. How ~~are~~ decisions & why do they arise; how are choices arrived at, how do the choices of different nations interact, under what conditions does this interaction die out, which does it explode?

Speech topic: social science code to post-war-

crisis is Presidential decision-making.

So many of the choices are Presidential, this narrows down to ^{understanding of} leadership behavior: understanding & prediction of Presidential choices. ~~Do this~~

But ~~as~~ as an object of academic analysis, the Pres. decision-making is a ~~ridiculous~~ mystery; it is at the heart of several layers of ignorance; it is a ^{unraveled in} mystery ~~within~~ a riddle inside an enigma. The outer darkness is the process of the interaction of

several large bureaucracies acting upon each other in complex & mysterious ways; of one of these, we know to be a "Black Box", whose inner structures and processes are concealed from us. Our own, we think we know.

That is a mistake. The inner darkness is the situation of our own bureaucracy — specifically, an national security working in the last generation of Cold War, of ~~prolonged~~ prolonged consciousness of conflict & challenge & innovation. It ^{technical} is another Black Box.
BROKEN MIRROR;

And the heart of darkness is the performance of the President — despite the fact that a) our man
b) publicity

Pres as Black Box. Only part of inputs, only part of outputs; almost nothing of process.

Protection of Pres prestige, influence.

So: crisis behavior is ~~not~~ closer than most gov behavior to individual people, group people (though, within org. framework); OVER

Effects of secrecy:

(a) Bad for social scientists]

b) Bad for staff follow-through

c) Bad for staff understanding of, anticipation of Pres-group behavior; hence, planning, preparation

[Pres. of info. What is it SecDef needs?

Pres. of briefing books. Crisis books.

Telly-on-ally books. (do better on: telly Congress).

Staff problem is to prepare answers to

(unasked, anticipated) questions;

But questions are (too) informative.)]

d) Lack of feedback from (staff +) third parties
(through leaks!)

e) Bad understanding by opponent, allies.

f) Bad prediction ^{by staff + Pres} of opponent/allied predictions, behavior (this image distorted, but based partly on inputs to Pres that staff don't see.)]

Implications for social scientists:

1) Secrecy can't be eliminated - can be reduced such

but: 2) Its effects can be better understood

3) Bad effects can be reduced; less surprise

4) More tentative judgments based on available; more search for hypotheses.

5) Some scientists can pay price of access.

6) Others can study, in less sensitive settings, executive behavior; urgent, high-level decision-making in large organizations.

X Com Phenomenon: 2D Internal Security

b) Secrecy

c) Staffs, middle levels cut out.